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Human Resource Management


Job Analysis
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(Slide adapted from Wiley Lecturer Resources)

Shiridian College

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Objectives

- Explain what is meant by job analysis and design
- Understand the uses of job analysis
- Describe the content and format of a job description and specification
- Discuss the collection of job analysis data
- Explain the major job analysis techniques
- Discuss competency profiling
- Understand the major methods of job design
- Discuss quality of work life

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Some facts ...

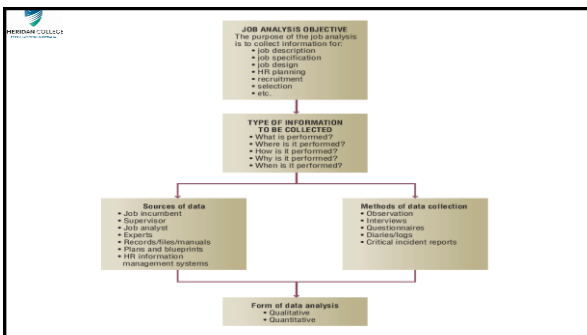
- 1/5 Australian workers are disruptive, unproductive, disloyal and unenthusiastic with their job, costing the economy >\$30 billion/year.
- The Australian workforce is getting older, has an increasing proportion of women and is shifting from full-time to part-time work.
- Workers in low-level jobs are 3 times more likely to die of coronary heart disease than those in top jobs. The amount of *control* a person has over their job is important.


Job Analysis

- A systematic investigation of the tasks, duties and responsibilities of a job and the necessary knowledge, skills and abilities a person needs to perform the job adequately
- **Components**
 - Job content
 - Job requirements
 - Job context

Job Analysis


- **Approaches**
 - A job orientated or task approach
 - An employee orientated (or behaviour) approach
- **When to do**
 - When the organisation commences
 - When a new job is created
 - When a job is changed significantly



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The uses of Job Analysis

- **Job description**
 - Explains the purpose of a job, what activities are performed, the conditions under which they are accomplished and the performance standards
- **Job specification**
 - Formal qualifications, knowledge, abilities, skills and personal characteristics needed
- **Job design**
 - Identifies what must be performed, how it will be performed, where it is to be performed and who will perform it.

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Job Descriptions

• Job identification	• Authority
• Job objective	• Accountability
• Duties and responsibilities	• Special circumstances
• Relationships	• Performance standards
• Knowledge	• Other requirements
• Problem solving	


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Job Specification


- Experience
- Skills, abilities and knowledge
- Personal characteristics
- Special requirements
- Ideal industry background
- Ideal current organisation
- Ideal current position
- Route up
- Remuneration

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Collection of job analysis information

- Observation
- Interviews
- Job analysis questionnaire
- Diaries/logs
- Critical incident reports
- Using a combination of data collection methods

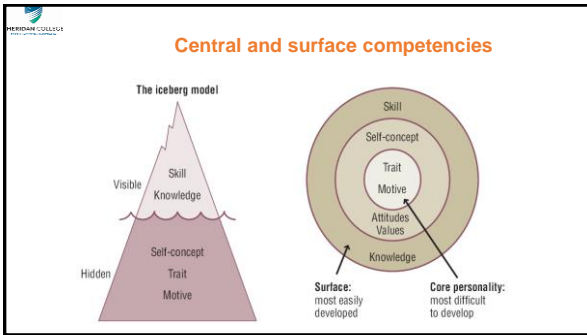
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Job analysis techniques

- Functional Job analysis (FJA)
- The Australian and New Zealand Standard Classification of Occupations (ANZSCO)
- Position Analysis Questionnaire (PAQ)
- Management Position Description Questionnaire (MPDQ)
- Position Classification Inventory (PCI)

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Competency profiling

• A job analysis method that focuses on the skills and behaviours needed to perform a job successfully

- **Characteristics**
 - Motives
 - Traits
 - Self concept
 - Knowledge
 - Skills



- Criticisms of competency profiling**
- The ambiguous meaning of competency
 - Its generic 'off-the-shelf' nature
 - Its focus on the past rather than the present
 - The emphasis on 'technical' competencies
 - The assumption of rationality

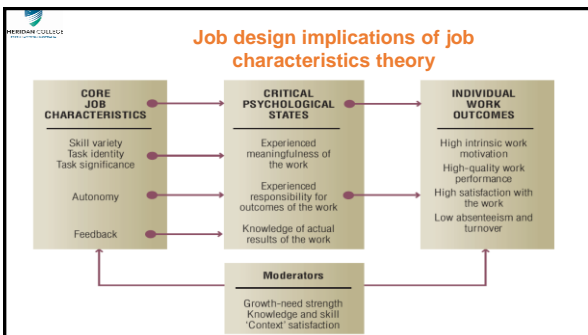
- Practical problems with job analysis**
- Lack of top management support
 - Use of only one method
 - Use of single source of data only
 - Lack of participation of all stakeholders
 - Lack of training of the analyst
 - Employees' lack of awareness of importance
 - Process seen as a threat to employee
 - Lack of reward for providing quality information
 - Insufficient time allowed for the process
 - Intentional or unintentional distortion
 - Absence of a review


Methods of job design

- Job specialisation or simplification
- Job enlargement
- Job rotation
- Job enrichment
 - Socio-technical enrichment
 - Autonomous work teams

Methods of job design


	JOB SPECIALISATION	JOB ENLARGEMENT	JOB ROTATION	JOB ENRICHMENT
Task				
• definition	narrow	narrow	narrow	broad
• nature	repetitive	repetitive	repetitive	changing
• complexity	limited	limited	limited	considerable
• variety	limited	some	some	considerable
Decision making	limited	limited	limited	considerable
Responsibility	limited	limited	limited	considerable
Loading	none	horizontal	horizontal	horizontal and vertical



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Quality of Work Life (QWL)

- Involves the implementation of HRM policies and practices designed to promote organisational performance and employee well being including:
 - Management style
 - Freedom to make decisions
 - Pay and benefits
 - Working conditions
 - Safety
 - Meaningful work

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Criteria for improving QWL

- Adequate remuneration
- Safe and healthy environment
- Development of human capabilities
- Growth and security
- Social integration
- Constitutionalism
- Total life space
- Social relevance

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Summary

- A proper match between work and employee capability is an economic necessity
- Work itself is in a constant state of flux
- Changes affect not only how work is performed but also the skills, knowledge and attitudes required by workers
- HR managers therefore need a good understanding of work and how it's organised
